

Business Ecosystems: A new form of organizing creative individuals worldwide

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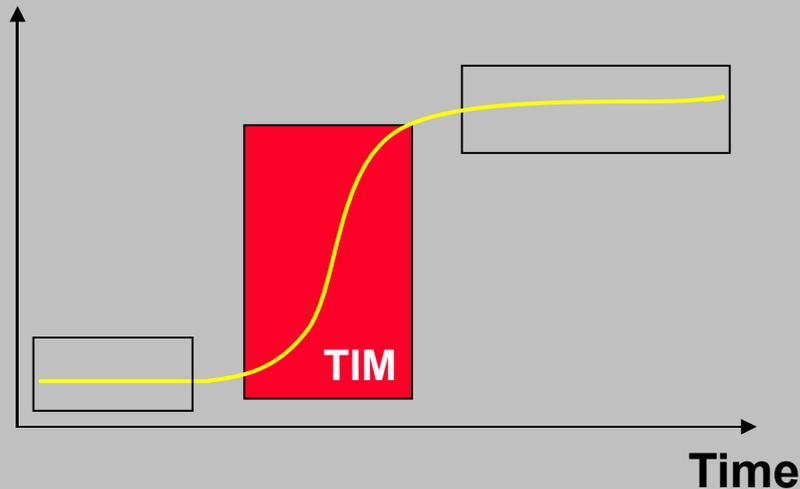
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Carleton
UNIVERSITY

Canada's Capital University

Value from
technology



- Leads the way working with industry to solve significant real world problems
- Engage with business ecosystems and open source communities
- Innovate to grow technology companies

- **58 full time domestic students (and growing)**
- **Creative and experienced engineers and computer scientists**
- **25 theses and projects per year**
- **Engaged in 12 lead projects**
- **Spun out:**
 - Technology businesses with market offers that rely on open source**
 - Open source projects**
 - Ecosystem keystones**
- **Strong commitment to Ontario**
- **Going global**

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Comprised of companies and individuals that use a platform (assets, processes, norms) to co-create and deliver value to:

- Customers**
- Partners**
- Themselves**
- Their overall community**

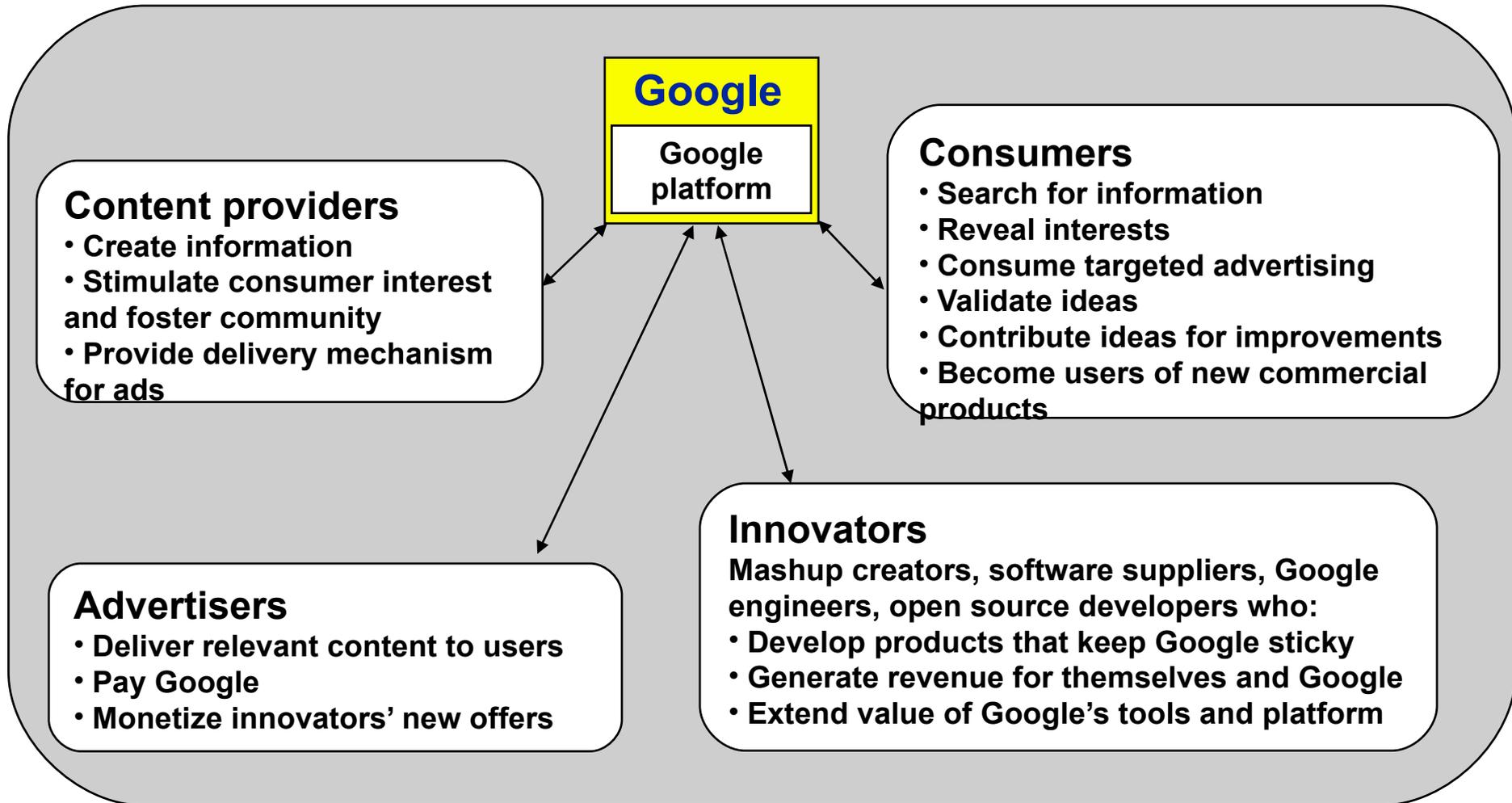
Over time, members:

- **Align investments with directions set by central companies**
- **Share in some large measure fate of overall community**
- **Find mutually supportive roles and capabilities**
- **Move towards collective vision**
- **Concurrently cooperate and compete**

Ecosystem types

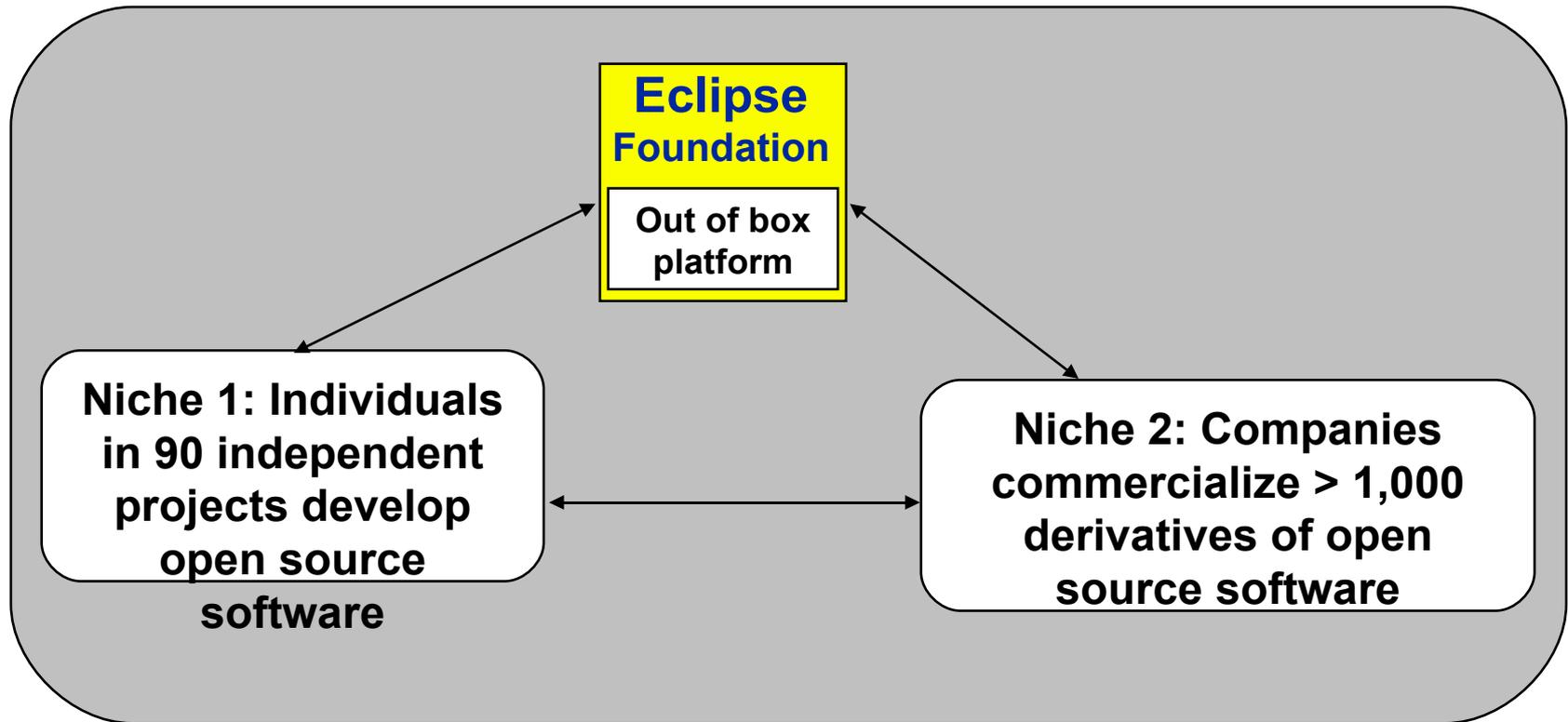
Vendor neutral	DND	Eclipse Talent First Network Coral CEA Lead to Win
Vendor or consortia dominate	Microsoft Apple	Google
	Closed	Open

Example: Google ecosystem



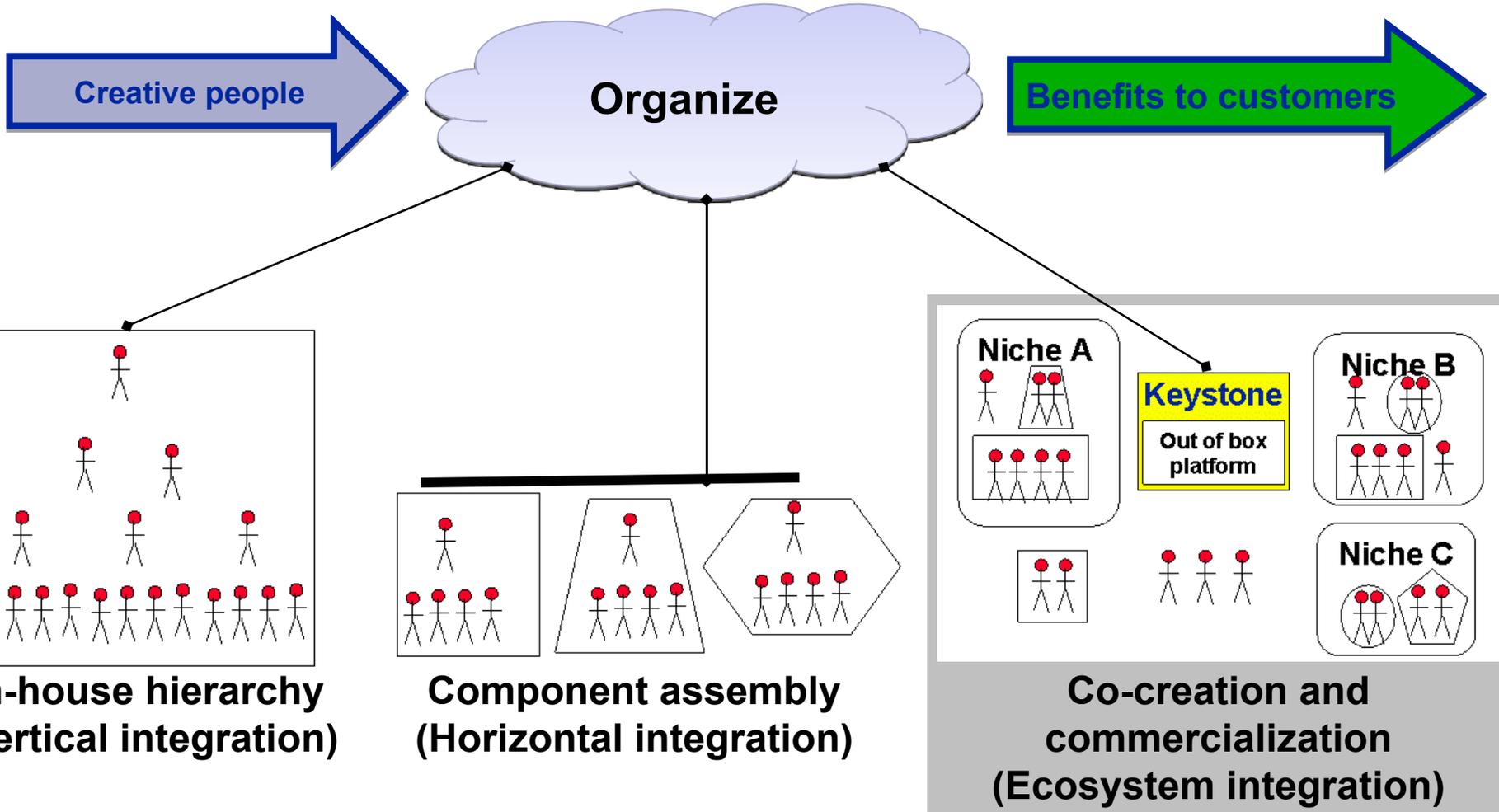
- **Keystone is owned and operated by one company**

Example: Eclipse ecosystem



- **Keystone is owned and operated by a member-based non profit organization**

Best way to organize creative people



Ecosystems are key in a creative economy

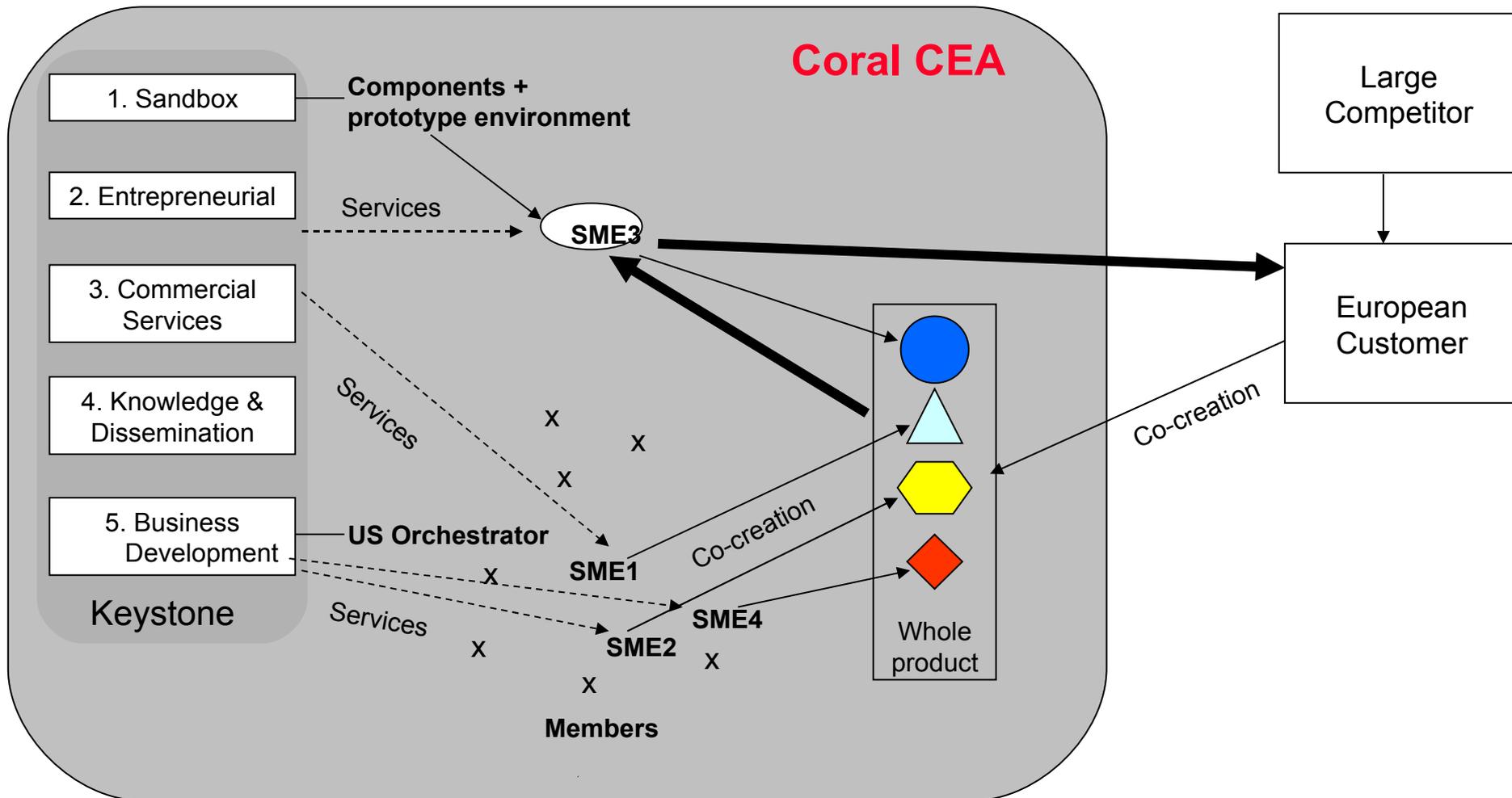
Small and micro tech businesses

- **Access to deal flows and opportunity fulfillment**
- **Customer pull for rapid innovation**
- **Share business development and R&D costs**
- **Fast and favorable access to sophisticated capabilities worldwide**
- **No lock-in by powerful companies**
- **Lower cost of entering markets in which they can't operate today**
- **High quality mentoring**

Governments

- **Attract and retain knowledge jobs, innovative companies and investments**
- **Attract significant resources to focus on government priorities**
- **More resilient to external shocks and economic downturns**
- **Create systemic change required to move to new economy**
- **Shape what exists into a system that produces outcomes with high impact**
- **Higher return on government investment with less risk**
- **Common process across industries**

Competing with and without ecosystem



- Ecosystem provides small company the proprietary advantage to compete against large suppliers

Funding company

Funding keystone

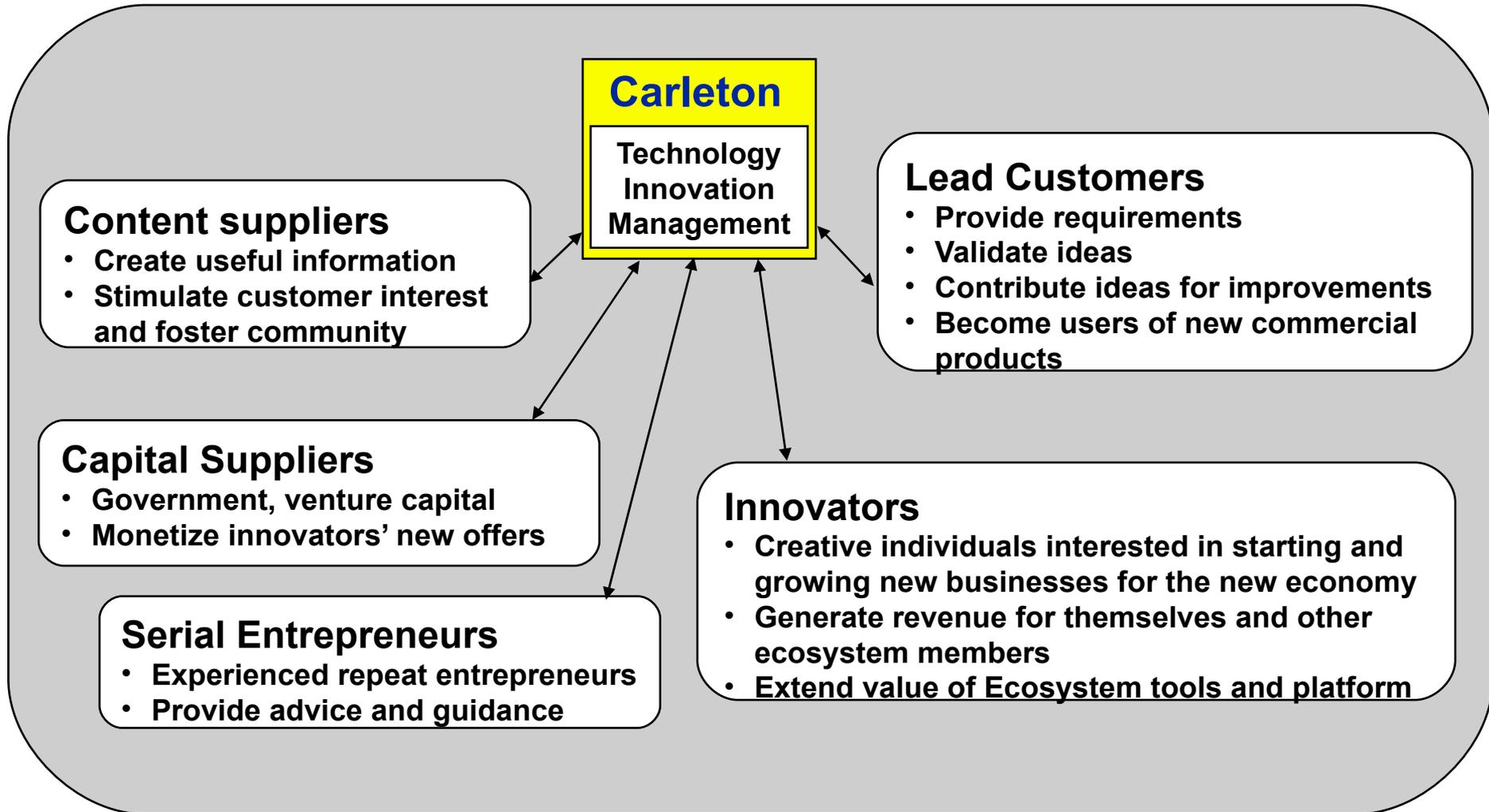
Invest in	Plan to generate profitable revenue and nice accounting statements	Plan to create systemic change that leads to desired high impact business and social outcomes
Focus	Product and technology centric	Ecosystem health
Act to make	Company a winner in a market	Ecosystem a global winner
Outcomes	Company level (e.g., sales, exports, number of employees, numbers in accounting statements)	System level, high impact (e.g., number of jobs, innovative companies and investments in Ontario)
Action plans	Resistance to change	High flexibility; capable to adjust quickly
Manager's role	Control activities carried out by company employees	Enable companies, do not control companies/individuals

Points of difference

- Design and grow business ecosystems, not just talk/write
- Vendor neutral business ecosystems, not ecosystems that increase power of one supplier
- Harness creative individuals globally to address Ontario's priorities, not just local
- Anchored ecosystem around "go-to-market" infrastructure, not "build things" infrastructure
- Boot strapping growth of micro tech-businesses, not funding growth with just venture capital (did that already!)

Ecosystems on the go

- Ontario Talent First Network
- Big Blue Button
- Coral CEA
- Lead to Win



- Enables commercialization of market offers that rely on open source software and hardware



Economic Growth
Quality of Life
Wealth Creation

LTW ecosystem

- Facilitates formation of multi-location, international teams
- Equips teams to exploit new creativity economy
- Supports teams' rapid start-up, operations and execution
- Links teams to opportunities and channels

- **Ecosystems are best way to:**
 - ❑ **Harness innovative individuals worldwide to co-create and commercialize new customer value**
 - ❑ **Start and grow new companies**
 - ❑ **Enhance academic experience of graduate students**
- **Design and operation of ecosystems is a key competitive advantage; new economy relies on harnessing creativity worldwide**
- **Ignore business ecosystems at your peril**

- **Today competition is about ecosystem vs ecosystem, not about company vs company**
- **Government programs that fund companies' opportunities must change to catch up to new economy**
- **Business ecosystem is successful when companies can produce outcomes and attract more resources with ecosystem than without it**

**Join us at Carleton's exciting world of
business ecosystems!**

Thank you!

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